

**OFFICE OF HUMAN CAPITAL MANAGEMENT,
INNOVATIONS AND SOLUTIONS
(HC-20)**

FY 2009 Corporate Training Catalog

eTs

Date Issued: 11/13/2008

Office of Human Capital Management, Innovations and Solutions (HC-20)

Enterprise Training Services (HC-21)

Attached is the corporate Professional Skills training schedule from the Office of Human Capital Management, Innovations and Solutions. We have also listed the Project Management Career Development Program (PMCDP) courses that are offered in partnership with the Office of Engineering and Construction Management (MA-50). For your convenience we have included a copy of the agency sponsored Career Development Programs (CDP). These courses and or programs are managed by the Office of Enterprise Training Services (Washington Operations Center, Albuquerque Operations Center, and the Liaison Offices).

PROFESSIONAL SKILLS COURSES Registration Procedures: Please use the Corporate Human Resource Information System (CHRIS) Workflow process to request training enrollment, for those organizations currently using workflow. For those organizations not currently using the workflow process, please follow your existing interoffice registration process. The Office of Human Capital Management Innovations and Solutions will assess the course cost for this training session directly through each organization's Working Capital Fund account for each individual who registers. Cancellations must be made two weeks prior to the course start date by contacting the session POC to avoid being charged. Substitutions may be made at any time prior to the start of the course. For further inquiries, please contact your Training Consultant.

PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM (PMCDP) Registration Procedures: Please use the Corporate Human Resource Information System (CHRIS) Workflow process to request training enrollment, for those organizations currently using workflow. For those organizations not currently using the workflow process, please follow your existing interoffice registration process. The CHRIS registration session status will be closely monitored. If the session has not attained the minimum registration level required, the session will be examined closely for potential cancellation, rescheduling, or relocating. To better ensure completion of your required training, please register early in CHRIS. Cancellations must be made two weeks prior to the course start date by contacting the session POC. Substitutions may be made at any time prior to the start of the course. For further inquiries, please contact your Training Consultant.

NOTE: *To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.*

Note: Professional Skills courses are shown in blue and PMCDP courses are shown in green throughout this catalog.

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POINTS OF CONTACT

	Organization	Training Consultant	Telephone Number
<u>Washington Operations Center</u> (HC-21.1) Ernita Collins Team Lead (Operations) 202-586-7020	EM, GC, MA and SPRO	Jackie Battle	202-586-9547
	ED, IM, and LM	Bonnie Chin	202-586-9522
	HS, NE, and NETL (Morgantown/Pittsburgh)	Evelyn Coleman	202-586-9519
	Office of Science, Chicago Office (Liaison Office)	Sherri Cowins Jackson	630-252-2403
	CI, EIA, IN, PA, and SC	Brian Haynes	202-586-9515
	FE, IG, S, and US	Gloria "GJ" Johnson	202-586-4203
	CFO, EE, RW, and PI	Deborah Jones	202-586-4447
	NNSA – Headquarters	Lenora Porzillo	202-586-9518
	HC, OE, and HG	Patricia Young	202-586-9549
<u>Albuquerque Operations Center</u> (HC-21.2) Johnny McChriston Team Lead 505-245-2134	NNSA Service Center, OTS	Sandy Merrill	505-245-2112
	Office of Secure Transportation	Estela Rogholt	505-245-2129
	EMCBC, Golden Field Office	Tim Carroll	505-245-2126
	NNSA Site Offices	Betty Warrior	505-245-2127
<u>Liaisons</u>	Oak Ridge Operations Office	Tim Carroll	505-245-2126
	Savannah River Operations Office	Vicky Davis	803-952-9121
	Richland Operations Office	Misipati "Semi" Bird	509-376-1665
	Office of River Protection	Vicky Davis	803-952-9121
	Idaho Operations Office	Debbie Williams	208-526-8771

DECEMBER 2008

Date	Course	CHRIS Code	Session Number	Location	Cost
December 2-4, 2008	Scope Management & Baseline Development	001036	0010	Oak Ridge Operations Office 200 Administration Road, Room G-059 Oak Ridge, TN 37831 Tim Carroll	\$0
December 2-4, 2008	Contract Administration for Technical Representatives	000058	0134	EMCBC 250 E. 5 th St., 6 th Floor Cincinnati, OH Tim Carroll	\$0

JANUARY 2009

Date	Course	CHRIS Code	Session Number	Location	Cost
January 7-9, 2009	Executive Communications	001031	0015	EMCBC 250 E. 5 th St., 6 th Floor Cincinnati, OH Betty Warrior	\$0
January 12-15, 2009	Integrating Safety Into Project Management	001035	0028	Oak Ridge Operations Office 200 Administration Road, Room G-059 Oak Ridge, TN 37831 Tim Carroll	\$0
January 13 – March 6, 2009 Onsite February 10-12, 2009	Project Management Essentials	001022	0039	Savannah River Operations Center Bldg. 766H, Room 2138 Aiken, SC 29801 Vicky Davis	\$0

January 19-23, 2009	Cost and Schedule Estimation and Analysis Management	001044	0006	Los Alamos Site Office Los Alamos Canyon School, Room 164 Los Alamos, NM Betty Warrior	\$0
January 26-29, 2009	Federal Budgeting Process	001034	0001	Golden Field Office 1617 Cole Blvd., Mt. Evans Conf. Room - 240 Golden, CO 80401 Tim Carroll	\$0
January 27 – March 10, 2009 Onsite March 3-5, 2009	Advanced Concepts in Project Management	001023	0024	Oak Ridge Operations Office 200 Administration Road, G-59 Oak Ridge, TN 37831 Tim Carroll	\$0

FEBRUARY 2009

Date	Course	CHRIS Code	Session Number	Location	Cost
February 2-6, 2009	Project Management Simulation	001029	0018	Nevada Site Office Room A-106 Las Vegas, NV 89193-8518 Betty Warrior	\$0
February 9-13, 2009	Program Management / Portfolio Analysis	001025	0015	Los Alamos Site Office Los Alamos Canyon School, Room 160 Los Alamos, NM Betty Warrior	\$0
February 9 – March 24, 2009 Onsite March 17-19, 2009	Advanced Concepts on Project Management	001023	0023	Nevada Site Office Room C-211 Las Vegas, NV 89193-8518 Betty Warrior	\$0
February 10-11, 2009	Planning for Performance Based Management Contracting	001030	0042	Richland Operations Office 825 Jadwin Avenue, Admin Bldg. , Room 14	\$0

				Richland, WA 99352 Tim Carroll	
February 10-12, 2009	Project Leadership/Supervision	001045	0019	EMCBC 250 E. 5 th St., 6 th Floor Cincinnati, OH Tim Carroll	\$0
February 10-12, 2009	FERS Retirement Seminar	000038	014	DOE Headquarters – Germantown Building 19901 Germantown Road, Room A-410 Germantown, MD Gloria “GJ” Johnson	\$690
February 17-18, 2009	Building & Managing Effective Teams	001819	0001	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room BE-069 Washington, DC	\$460
February 24-26, 2009	Acquisition Strategy & Planning	001027	0032	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room BE-069 Washington, DC Bonnie Chin	\$0
February 24-26, 2009	Value Management	001037	0008	Los Alamos Site Office Los Alamos Canyon School Los Alamos, NM Betty Warrior	\$0

MARCH 2009

Date	Course	CHRIS Code	Session Number	Location	Cost
March 2-6, 2009	Project Management Simulation	001029	0020	NETL Collins Ferry Road, Room B26 G51A Morgantown, WV Evelyn Coleman	\$0

March 3-5, 2009	Earned Value Management Systems	001026	0062	Strategic Petroleum Reserve Project Office (SPRO) 900 Commerce Road East New Orleans, LA 70123 Jackie Battle	\$0
March 3- 5, 2009 March 18-19, 2009	Survival Skills Workshop for Managers – Part 1 Part 2	001584	0026	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room GH-043 Washington, DC Jackie Battle	\$1150
March 3 – April 16, 2009 Onsite March 31 – April 2, 2009	Project Management Systems and Practices	001024	0031	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room BE-069 Washington, DC Jackie Battle	\$0
March 9-12, 2009	Integrating Safety Into Project Management	001035	0027	Nevada Site Office Room A-106 Las Vegas, NV 89193-8518 Betty Warrior	\$0
March 9-13, 2009	Cost and Schedule Estimation	001044	0005	Idaho Operations Office 850 Energy Drive, Training Room 315 Idaho Falls, ID 83401 Debbie Williams	\$0
March 10-12, 2009	CSRS Retirement Seminar	000033	0066	DOE Headquarters – Germantown Building 19901 Germantown Road – Room E-401 Germantown, MD Evelyn Coleman	\$690
March 17-19, 2009	Systems Engineering	001049	0006	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room 4A-104 Washington, DC Lenora Porzillo	\$0

March 17-18, 2009	Project Alignment / Pre-Project Planning	001032	0011	Office of Science, Chicago Office 9800 S. Cass Avenue, Bldg. 201, Room 3A Argonne, IL 60439 Sherri Jackson	\$0
March 23, 2009	Writing Executive Core Qualifications (ECQ) Statements	001511	0020	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room BE-069 Washington, DC Lenora Porzillo	\$230
March 24-25, 2009	Leadership Skills for Non-Supervisors	000350	0031	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room BE-069 Washington, DC Lenora Porzillo	\$230
March 24-26, 2009	Executive Communications	001031	0017	Oak Ridge Operations Office 200 Administration Road Oak Ridge, TN 37831 Tim Carroll	\$0

APRIL 2009

Date	Course	CHRIS Code	Session Number	Location	Cost
April 1-2, 2009	Writing for Results	001820	0001	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room 6E-069 Washington, DC Brian Haynes	\$460
April 7-9, 2009	Project Execution and Operational Readiness Reviews (ORR)	001039	0004	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room 4A-104 Washington, DC Brian Haynes	\$0
April 7-9, 2009	Contract Administration for Technical	000058	0133	Richland Operations Office	\$0

	Representatives			825 Jadwin Avenue, Admin Bldg. , Room 14 Richland, WA 99352 Jackie Battle	
April 7-9, 2009	Environmental Laws and Regulation and NEPA	001046	0015	Enterprise Training Services 2309 Renard Pl SE, Room 111 Albuquerque, NM 87106 Sandy Merrill	\$0
April 13, 2009	Managing Up, Down and Across To Get Results	001818	0001	DOE Headquarters – Forrester Building 1000 Independence Avenue S.W. – Room BE-069 Washington, DC Patricia Young	\$230
April 13-16, 2009	Federal Budgeting Process	001034	0002	Oak Ridge Operations Office 200 Administration Road, Training Classroom Oak Ridge, TN 37831 Tim Carroll	\$0
April 15-16, 2009	FERS/CSRS Mid-Career Retirement Seminar	000066	0005	DOE Headquarters – Germantown Building 19901 Germantown Road – Room E-401 Germantown, MD Debbie Williams	\$460
April 21-24, 2009 Onsite April 20-23, 2009	Project Risk Management	001033	0018	Idaho Operations Office 850 Energy Drive, Training Room 315 Idaho Falls, ID 83401 Debbie Williams	\$0
April 28 – June 9, 2009	Advanced Concepts in Project Management	001023	0021	Idaho Operations Office 850 Energy Drive, Training Room 315 Idaho Falls, ID 83401 Debbie Williams	\$0
April 29- May 1, 2009	Executive Communications	001031	0016	Office of Science, Chicago Office 9800 S. Cass Avenue, Bldg. 201, Room 368	\$0

				Argonne, IL 60439 Sherri Jackson	
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MAY 2009

Date	Course	CHRIS Code	Session Number	Location	Cost
May 5- 7, 2009 May 20-21, 2009	Survival Skills Workshop for Managers – Part 1 Part 2	001584	0028	DOE Headquarters – Germantown Building 19901 Germantown Road – Rm. 301 Germantown, MD Jackie Battle	\$1150
May 11-15, 2009	Project Management Simulation	001029	0019	Oak Ridge Operations Office 200 Administration Road, Training Classroom Oak Ridge, TN 37831 Tim Carroll	\$0
May 12-14, 2009	Advanced Risk Management	001042	0007	Office of Science, Chicago Office 9800 S. Cass Avenue, Argonne Guest House, Room A Argonne, IL 60439 Sherri Jackson	\$0
May 12-14, 2009	Acquisition Strategy & Planning	001027	0031	Nevada Site Office Room A-106 Las Vegas, NV 89193-8518 Betty Warrior	\$0
May 19 – July 2, 2009 Onsite June 23-25, 2009	Project Management Systems & Practices in DOE	001024	0030	Nevada Site Office Room A-107 Las Vegas, NV 89193-8518 Jackie Battle	\$0
May 19-21, 2009	Project Leadership and Supervision	001045	0018	Richland Operations Office 825 Jadwin Avenue, Admin Bldg. , Room 29 Richland, WA 99352	\$0

				Misipati "Semi" Bird	
May 19-21, 2009	Facilitation Techniques/Conflict Resolution	001558	0005	Oak Ridge Operations Office 200 Administration Road, Training Classroom Oak Ridge, TN 37831 Tim Carroll	\$0
May 27-28, 2009	FERS/CSRS Mid-Career Retirement Seminar	000066	0008	DOE Headquarters – Forrestal Building 1000 Independence Avenue S.W. – Room 6E-069 Washington, DC Debbie Williams	\$460

JUNE 2009

Date	Course	CHRIS Code	Session Number	Location	Cost
June 1-5, 2009	Advanced Leadership	001041	0008	Richland Operations Office 825 Jadwin Avenue, Admin Bldg. , Room 29 Richland, WA 99352 Misipati "Semi" Bird	\$0
June 9-11, 2009	Systems Engineering	001049	0005	Nevada Site Office Room A-106 Las Vegas, NV 89193-8518 Betty Warrior	\$0
June 15-19, 2009	Program Management and Portfolio Analysis	001025	0016	Nevada Site Office Room A-106 Las Vegas, NV 89193-8518 Betty Warrior	\$0
June 16-18, 2009	Facilitation Techniques/Conflict Resolutions	001558	0004	Idaho Operations Office 850 Energy Drive, Training Room 315 Idaho Falls, ID 83401 Debbie Williams	\$0

PROFESSIONAL SKILLS & TECHNICAL TRAINING

COURSE DESCRIPTIONS

BUILDING & MANAGING EFFECTIVE TEAMS

In today's modern, collaborative business environment, teamwork is essential to the success of any organization. Formal and Informal teams are required to leverage the greatest possible productivity from the limited human capital with which many organizations are equipped. This 2 day training on how to build effective teams for projects, initiatives and special assignments is imperative, but the training should not stop at the creation of the team. Organizations must be instructed on how to manage and maintain the teams that they build. The Building and Managing Effective Teams meets the full spectrum of needs that teams have if they want to succeed and thrive in today's competitive business.

OBJECTIVE: At the end of this training participant will be able to: - plan in advance who and what will comprise of your team - become a better manager through improved communication techniques - tie the goals of your teamwork to the mission of your organization - effectively communicate your needs to the rest of the team - manage the individuals to create positive group dynamics.

TARGET AUDIENCE: This course is ideal for those who are charged with the role of leading and managing.

CSRS RETIREMENT PREPARATION SEMINAR

This 3-day course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: CSRS benefits; other retirement benefits (health benefits, life insurance, and the Thrift Savings Plan); estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and Medicare; and life after retirement.

OBJECTIVE: This seminar will cover: 1. CSRS benefits; 2. Retirement benefits (health benefits, life insurance, and the Thrift Savings Plan); 3. Estate planning; 4. Financial planning; 5. Tax and legal issues; 6. Health and fitness or health considerations; 7. Social security benefits and Medicare; and 8. Life after retirement.

TARGET AUDIENCE: Open to all DOE CSRS employees (5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16).

FERS RETIREMENT PREPARATION SEMINAR

This 3-day course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: FERS benefits; health benefits; life insurance; the Thrift Savings Plan; estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and Medicare; and life after retirement.

OBJECTIVE: This seminar will cover: 1. FERS benefits; 2. Retirement benefits (health benefits, life insurance, and the Thrift Savings Plan); 3. Estate planning; 4. Financial planning; 5. Tax and legal issues; 6. Health and fitness or health considerations; 7. Social security benefits and Medicare; and, 8. Life after retirement.

TARGET AUDIENCE: Open to all DOE FERS employees (5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16).

FERS/CSRS MID-CAREER RETIREMENT PLANNING SEMINAR

This 2-day seminar is designed to help participants develop plans that will improve retirement outlook and position for a more sound financial future. Topics to be discussed include: CSRS/CSRS Offset/FERS Retirement Benefits; Social Security; Medicare; Thrift Savings Plan; Federal Employees' Health and Life Insurance Programs; Lifestyle changes; health aspects of retirement; financial planning; and legal affairs/estate planning. This seminar is also designed to develop planning skills and insights needed to ensure a healthy, financially sound, and rewarding retirement.

TARGET AUDIENCE: Open to all DOE employees.

FUNDAMENTALS OF PROGRAM MANAGEMENT

This course provides the fundamentals of program management principles, processes and requirements that are necessary as an introduction for program managers in the Department of Energy. Fundamentals of Program Management is envisioned as both a high-level overview of program management, and a vehicle for allowing the program manager to self-assess which topical areas he or she would like to more fully pursue.

OBJECTIVE: Apply a strategic management system to a program. Conduct program planning and promote collaborative program planning management. Develop and implement program management plans and action plans for program improvement. Identify processes and tools for program manager's to establish goals for program outcomes, analyze alternatives and make rational decisions, develop budgets and justifications, establish measures and identify key assessment/decision points, including how to analyze root causes and trend analysis for program success. Make informed program decisions using business analysis tools for competing alternatives. Manage the development and defense of program budgets to high-level government officials. Work with projects and certified Federal Project Directors to further a program. Evaluate program effectiveness. Motivational techniques - program teams/groups/divisions. Identify key players in the Federal government and contractor community, and understand their role and impact on a program's success.

TARGET AUDIENCE: Open to all DOE employees.

LEADERSHIP SKILLS FOR NON SUPERVISORS

This course provides participants a foundational understanding of leadership, an increased awareness of their own leadership capacities, and opportunities to experience personal leadership. The course builds skills in self-awareness and critical thinking that enable the participants to integrate a leadership mindset into everyday activities and to approach situations in a collaborative and self-directed manner. This highly interactive and exercise driven course focuses on leadership at a personal level. Through lectures, presentations, discussion, assessments, and practical exercises participants explore essential leadership behaviors and skills, as well as assess their own capacity for leadership. This exploration enhances their self-awareness and self confidence, thereby enabling them to take advantage of leadership moments ; those moments when an individual chooses to think and act like a leader regardless of formal title, position, or delegated authority.

OBJECTIVE: Course objectives include:

- Assess and discuss leadership styles;
- Understand the role of power in effective leadership;
- Develop facilitative leadership styles;
- Understand the impact of effective communication and conflict resolution in positions of leadership;
- Analyze and utilize relationships to maximize peak performance and team cooperation; and
- Understand the role of change in organizations and how the leader functions as a change agent.

TARGET AUDIENCE: Non-supervisory employees.

MANAGING UP, DOWN & ACROSS TO GET RESULTS

This 2 day workshop Managing Up, Down, and Across to get Results is to provide basic knowledge and skills to help you to think and work differently to become a more effective manager, influencer, relationship builder, persuader, delegator, and advisor who can be trusted to move your people and the organization along. The workshop will focus on providing managers and team leaders with skills to assist in working more effectively in their roles, and workshops and acquire skills to get better results from your team, manager and subordinates while simultaneously helping you stand out from the pack.

OBJECTIVE: At the conclusion of the workshop participants should be able to: - understand how to analyze and form strategies for communicating and managing up, across, and down - learn how to navigate important working relationship - become an effective follower and cultivate effective followers - diagnose your relationship with your peers, your supervisor and your subordinates - effectively ask for what you want for faster, better results and performance.

TARGET AUDIENCE: This audience is geared towards upper, middle or new managers who want to learn how to communicate better up, down, and across the organization.

PURCHASE CARD REFRESHER

This course is designed as a refresher for employees who have already completed the 2-day training on purchase card delegation/appointment. Topics include: instruction in the basic concepts of Government contracting and accountability and its implementation via the GSA "SmartPay" program; the purchase card process; an overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

OBJECTIVE: Topics include instruction in the basic concepts of Government contracting accountability and its implementation via the GSA "SmartPay" program; the purchase card process; an overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

REQUIREMENT: This is an 8 hour requirement course. All participants must attend the full day of training to receive credit, re-certification, and certificate of completion. (This course is required every two years as a refresher for the Introduction to Purchase Card Program re-certification.)

RECOMMENDED PREREQUISITE: Introduction to Purchase Card Program

TARGET AUDIENCE: Personnel who have been or are likely to be tasked with purchase card delegation who has already taken the required 2-day training.

SURVIVAL SKILLS WORKSHOP FOR MANAGERS

The purpose the Survival Skills Workshop for Managers is to provide basic level knowledge and skills which impact a manager's effectiveness in key areas. The knowledge and skills provided in this workshop link directly to the mission critical functions for supervisors identified in the DOE competency framework. They also correspond to topic areas that available data indicates managers frequently have difficulty with. This workshop is in a classroom environment using various presentation application, and feedback methods including small group exercises, assignments, and discussions; case studies; peer assisted learning; role-playing; and, question and answer sessions. The workshop is delivered in two sessions. Part 1 is 3 days in length. Part 2 is 2 days in length.

OBJECTIVE: At the end of this workshop participants will be able to: 1. Explain equal employment opportunity (EEO) in the Federal Workplace and the manager's role. 2. Explain the manager's role in preventing waste, fraud, & abuse and safeguarding information. 3. Describe the steps for effective performance management. 4. Describe the steps managers take to create a healthy climate for discipline. 5. Explain the manager's role in the employee assistance program. 6. Explain the manager's role in labor relations. 7. Explain DOE procurement essentials. 8. Identify the manager's responsibilities in creating and maintaining a safe, healthy, and secure environment for employees. 9. Identify their responsibilities in representing DOE in the public.

TARGET AUDIENCE: The workshop is required for all new DOE managers, within the first six months of their appointment and current managers, appointed after July 2005.

WRITING EXECUTIVE CORE QUALIFICATION (ECQ) STATEMENTS

This one-day workshop is for senior managers at the GS-14/15 level who aspire to become a member of the Senior Executive Service (SES). The workshop will focus on the Senior Executive Service (SES). The workshop will focus on the Senior Executive Service Candidate Development Program (SESCDP) application process, describing details of the Senior Executive Service, explaining how to write strong Executive Core Qualifications (ECQs), and identifying and closing gaps in your ECQs.

This one-day workshop will:

- Give an overview of the Executive Core Qualifications and Leadership Competencies – what they are and why they are critical to leadership, supervisory, managerial, and executive development.
- Identify career development strategies – how to take charge of your own career, develop an individual development plan, and employ alternative methods for acquiring new skills.
- Give an overview of the Senior Executive Service selection process – description of the merit staffing process used to select top career leaders.
- Describe effective personal marketing techniques for advancement – including how to interview effectively for a leadership position.
- Describe how to market yourself on paper – practical exercises on how to best present qualifications for an executive, managerial, supervisory, or senior level position, including a description of the merit staffing process used to select top career leaders.

TARGET AUDIENCE: GS-14 and 15 level employees aspiring to become a member of the Senior Executive Service or apply for the Senior Executive Service Candidate Development Program.

WRITING FOR RESULTS

Learn practical techniques for adding power to written reports, executive summaries and memos. This course teaches you how to select the best style to fit your topic, purpose and audience; analyze your reader before putting pen to paper; and tailor your documents to strengthen your message and get results.

OBJECTIVE: To write under deadline by saying the most with fewer words - recognize business and government writing versus other genres - view first draft as notes, not finished documents - determine the writing's purpose and the optimal word placement (also known as sentence structure) to achieve desired results - eliminate prepositional phrases to clarify and specify your thought process - convert passive to active voice to help the reader follow your logic and create table of contents thesis sentences as logical organizing tools.

TARGET AUDIENCE: Experienced writers who want to write more powerful and achieve results.

PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM (PMCDP) COURSE DESCRIPTIONS

NOTE: *To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exams.*

ACQUISITION STRATEGY & PLANNING

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It provides the DOE Project Director with a high-level review of the key phases, processes, recent changes, and major current issues in the DOE Acquisition Management System. Emphasis is placed on DOE Acquisition Management System front end planning functions. The course provides participants from all areas of acquisition with an improved systems-level understanding of the acquisition process, how its various functions and phases interact with one another and the challenges practitioners face from an application, management, and ethics perspective. Application of the information is reinforced through a series of practical exercises that emphasize commercial practices and simplified acquisition procedures.

OBJECTIVE: It provides the DOE Project Director with a high-level review of the key phases, processes, recent changes, and major current issues in the DOE Acquisition Management System. Emphasis is placed on the Mission Need Statement and Acquisition Strategy.

TARGET AUDIENCE: The course is designed for Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 20 million dollars

ADVANCED CONCEPTS IN PROJECT MANAGEMENT

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This blended learning course focuses on 9 major aspects of project management: Systems Engineering; Value Management; Integrated Safety Management; Quality Planning Assurance and Control; Pre-Project Planning; Project Objectives and Logic; Project Scheduling Under Uncertainty; Critical Chain and Resource Buffers; Process Control; Project Scheduling Under Uncertainty; Critical Chain and Resource Buffers and; Process Control. In addition to these topics, the course will address specific individual, team and organizational competencies and project leadership skills.

OBJECTIVE: Enable participants to apply their Level 1 project management knowledge in an extended research project and introduce a variety of selected topics pertaining to project management processes.

TARGET AUDIENCE: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least \$20M.

ADVANCED CONTRACT ADMINISTRATION

Blending theory, everyday application and proven practices, the course focuses on the most complex aspects of contract administration, including planning, changes, cost monitoring, price adjustments, accounting, past performance, subcontracting, defective pricing, suspension and debarment. The emphasis is on large, traditionally difficult, multi-task contracts and the options and responsibilities the government has at each key phase. The course is tailored to reflect DOE-specific issues in change order processing.

OBJECTIVE: Improve competency in managing acquisitions.

TARGET AUDIENCE: Teams of Project Managers, Contracting Officers Representatives, and Contracting Officers/Contract Specialists.

ADVANCED LEADERSHIP

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). This course provides participants an opportunity to realistically assess their leadership strengths and needs, develop the communication and relationship-building skills that their professional environment requires, and discover how their personal leadership style aligns with their organization's culture.

OBJECTIVE: Enable participants to develop an advanced understanding of themselves and of their professional environments to succeed in dynamic, high-pressure, high-visibility leadership positions.

TARGET AUDIENCE: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars.

ADVANCED RISK MANAGEMENT

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). The course will provide students with more advanced treatment of risk management principles and concepts. The training will build upon the concepts included in the basic Risk Analysis and Management course and will review topics that are appropriate for Level 3 and 4 Federal Project Directors. The course also addresses representative project risk management software risk analysis tools, and uses two large capital and operating dollar projects to enhance the learning through case study work.

OBJECTIVE: Provide the participant with an advanced understanding of the concepts and applications of risk and opportunity management, within the context of federally managed DOE acquisition projects.

TARGET AUDIENCE: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars.

CONTRACT ADMINISTRATION FOR TECHNICAL REPRESENTATIVES

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: the Federal acquisition process as it pertains to the COR function; DOE's approach to contract administration; the role of the COR, particularly in relation to the contracting officer and the contractor; the duties of the COR and how to effectively complete assigned responsibilities; and the ethical standards of conduct to which CORs must adhere.

OBJECTIVE: Provide DOE employees tasked to be COR with an overview of COR authority and responsibilities.

TARGET AUDIENCE: Personnel tasked to be CORs who may not necessarily have formal training in procurement.

COST & SCHEDULE ESTIMATION & ANALYSIS MANAGEMENT

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). It will provide students with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Students will receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. Course topics include: identifying cost and schedule estimates; basic estimating methods; group analysis techniques; applying life-cycle costing techniques, validating estimates, determining critical path schedule for a project; crashing and fast-tracking methods; and the relationship between budget authorization (BA) and budget outlay (BO) schedules, project estimates, and the project funding profile.

OBJECTIVE: Enable participants to learn the skills used across the project life cycle, focusing on estimates developed in project planning and the early stages of project execution (preliminary design).

TARGET AUDIENCE: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least \$20M.

EARNED VALUE MANAGEMENT SYSTEMS

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It addresses earned value management systems (EVMS) processes and techniques for organizing, planning, and authorizing work; monitoring performance; controlling baseline; presenting the graphical organization, cost, and schedule of the technical baseline in a work breakdown structure (WBS); selecting the appropriate EVMS technique for different WBS elements; and collecting, interpreting, and reporting earned value data.

OBJECTIVE: Prepare participants to develop a working knowledge of EVMS and project reporting requirements and to apply EVMS approaches in project management.

TARGET AUDIENCE: Federal Project Directors with at least three years experience in project management who currently work in a project management position.

ENVIRONMENTAL LAWS & REGULATIONS & NEPA

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). This course will train DOE Federal and contractor personnel in the details of the major environmental requirements in order to ensure they are knowledgeable about their responsibilities for environmental protection and compliance, and to assist them in carrying out these responsibilities. Upon completion of the training, all participants should be able to describe the intent of the major Federal environmental laws, Executive Orders, and regulations and understand the detailed processes involved in implementation of major environmental requirements by the Department of Energy.

OBJECTIVE: Provide participants an understanding of the environmental laws and regulations so that they are aware and knowledgeable of their environmental responsibilities as Federal Project Directors.

TARGET AUDIENCE: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least \$20M.

EXECUTIVE COMMUNICATIONS

This course is required for Level 4 certification in the Project Management Career Development Program (PMCDP). Using filmed exercises and simulated media events, this highly interactive course addresses championing projects to Congressional leaders, DOE senior managers, and the media; communicating DOE concerns and plans to Congressional offices; delivering Congressional hearing testimony and responding to specific Congressional queries; giving television interviews and reviewing the newspaper articles that result from them; and understanding Congressional organization, leadership structures, and stakeholder concerns.

OBJECTIVE: Prepare participants to interact with senior agency executives, Congress, the media, and the general public.

TARGET AUDIENCE: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars. The course may be beneficial to other PMCDP participants who interact with senior agency executives, Congress or the general public.

FACILITATION TECHNIQUES

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). This course will cover a variety of topics specific to the issues of facilitation and conflict resolution. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies; and understanding and successfully implementing organizational change. The course will include a significant emphasis on the use of facilitation techniques within the conflict resolution process.

OBJECTIVE: Provide participants with an understanding of the issues of facilitation and conflict resolution, including an emphasis on win-win solutions and implementing organizational change.

TARGET AUDIENCE: Level 3 or higher Federal Project Directors and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

FEDERAL BUDGETING PROCESS

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). It provides students with an overview of the major phases and participation in the federal budget process. Students will learn how the federal budget process can impact the role of the project director and how to best deal with the impacts through contingency planning. Students will gain an understanding, up to macro level, how the budget is formulated; recognize the impact of the Government Performance and Results Act (GPRA); and major phases and timing in the budget process. It emphasizes program and project managers' effective use of these financial systems and processes to accomplish DOE's mission.

OBJECTIVE: This course is designed to provide program and project managers a working knowledge of DOE's financial and managerial systems to accomplish the Department's budgeting and accounting processes.

TARGET AUDIENCE: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least \$20M.

INTEGRATING SAFETY INTO PROJECT MANAGEMENT

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It is designed to enhance the DOE Federal Project Director's ability to clearly define and carry out integrated safety management and quality management. Additionally, it will provide participants with the necessary information to ensure that all DOE projects comply with DOE standards of safety. Using a case study, this process will examine nuclear, environmental, and worker safety issues in a representative project.

OBJECTIVE: The main objective of this course is to prepare the participant to effectively apply safety management requirements throughout the project acquisition life cycle. Particular emphasis is given to the planning and design phases where application of a Failure Mode and Effects Analysis should identify potential hazards and mitigation strategies.

TARGET AUDIENCE: Federal Project Directors; perspective Federal Project Directors and integrated project team members.

PLANNING FOR PERFORMANCE BASED MANAGEMENT CONTRACTING (PBMC)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It encompasses the entire performance-based management contracting planning process starting from DOE's strategic planning process, to developing a statement of work, through performance measurement. Application of the information is reinforced through a series of practical exercises. Performance-based management elements that will be discussed include quality assurance surveillance plans; contract management and administration plans; risk assessments and analysis; incentive plans; and performance evaluation and measurement plans.

OBJECTIVE: Develop a working-level knowledge of all aspects of planning for performance-based management contracts.

TARGET AUDIENCE: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

PROGRAM MANAGEMENT / PORTFOLIO ANALYSIS

This course is required for Level 3 certification in the Project Management Career Development Program (PMCDP). Focusing on collaboration, defending resources, and creative compromise, this automated simulation and case study addresses developing a strategic view of projects, managing priorities among projects, coordinating the information needs of multiple projects across the organization, allocating and managing resources across a project organization, preparing project staff to meet future technical/managerial needs, balancing responsibilities for project and functional management, and applying project management methods in a complex project setting.

OBJECTIVE: Enable participants to gain hands-on experience in planning, implementing, and coordinating multiple, complex projects across an organization.

TARGET AUDIENCE: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

PROJECT ALIGNMENT / PRE PROJECT PLANNING

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Focusing on the pre-critical decision zero (pre-CD 0) and CD 0 phases of the project life cycle through CD 2, this course provides participants with hands-on skills training in planning a project, completing conceptual design documentation, and developing a project execution plan. Topics include developing project execution plans that follow DOE O 413.3A and ordering project priorities.

OBJECTIVE: Prepare participants to develop a hands-on knowledge of pre-project planning and project alignment processes.

TARGET AUDIENCE: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

PROJECT EXECUTION AND OPERATIONAL READINESS REVIEW (ORR)

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). The course teaches skills necessary for successfully managing engineering and design, construction, acceptance and transition, and project closeout. Techniques are taught for organizing, managing, and reviewing project design and documentation, and for overseeing contractor performance during construction. Participants will learn the skills needed to identify potential problems and how to plan to avoid them. Extensive practice is provided in cost and schedule monitoring, including earned-value analysis, trend analysis and forecasting, managing baselines through performance monitoring and change control.

OBJECTIVE: This course is designed to enable Federal Project Directors to successfully complete the project execution phase and ensure that DOE facilities are ready for safe, legal operation prior to transition to contract closeout.

TARGET AUDIENCE: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

PROJECT LEADERSHIP / SUPERVISION

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This course is designed to stimulate long-term project management leadership growth, through understanding leadership principles and styles; identifying individual strengths and weaknesses; developing supervision and motivation techniques; building integrated project teams; and organizing and motivating team members. Course topics include: strengths and weaknesses of different leadership styles; ethical and unethical leader behavior; motivational strategies; IPTs; project goals and vision; achieving consensus; and developing confidence and trust within the project team.

OBJECTIVE: The objective of this course is to develop a working-level knowledge of leadership principles, supervision and motivation techniques, conflict resolution techniques; and integrated project teambuilding skills in a project environment.

TARGET AUDIENCE: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least \$20M.

PROJECT MANAGEMENT ESSENTIALS

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). This blended learning course addresses specific project management issues relating to the Office of Management Budget and the Department of Energy. It will also offer project management industry best practices and IT industry best practices. The course will directly cover 413.3M (Framework for Managing Capital Asset Projects), and also the relevant CPIC and IT Project Management Process (i.e. SEM), applicable when project managers are involved with information technology projects. Indirectly, the course will cover Enterprise Architecture and DOE Procurement and Budget.

OBJECTIVE: It will cover the primary concepts of project management at an intermediate level of expertise, and introduce best practices in project management from DOE, other Federal agencies, and the private sector.

TARGET AUDIENCE: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

PROJECT MANAGEMENT SIMULATION

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This computer-based project management simulation enables participants to exercise and integrate a wide variety of project management skills, including developing defensible project plans; applying PM tools and techniques to plan, track, and control projects; improving project team performance; analyzing project information; identifying complex project tradeoff decisions; and recognizing when to focus on task and when to focus on process.

OBJECTIVE: Provide participants the opportunity to apply project management knowledge in an automated project simulation.

TARGET AUDIENCE: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Minimum two years as a Level 1 Project Director or equivalent. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least \$20M.

PROJECT RISK MANAGEMENT

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This course is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan.

OBJECTIVE: Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds.

TARGET AUDIENCE: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least \$20M.

NOTE: Two delivery methods are available for this course, depending on the number of course audience participants. The reliance upon computer software to support much of the class work dictates a smaller instructor to participant ratio. In its recommended form, PMCE03 is a small class, limited to 12 participants, who will work in pairs on the software, and one instructor. Classes of up to 24 participants can be conducted; these classes will require the addition of a second instructor.

PROJECT MANAGEMENT SYSTEMS & PRACTICES IN DOE

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). This blended learning course addresses specific project management issues focusing primarily on the critical decision process promulgated in DOE Capital Assets directives (emphasis on DOE O 413.3.A). Other topics include: working Knowledge of DOE FPD roles and responsibilities, project management ethics; understanding DOE HQ-field relationships and Lead Program Secretarial Officers (LPSO's).

OBJECTIVE: Provide participants a detailed knowledge of the critical decision process required by DOE Capital Assets directives, and articulate how that process interfaces with the budget process, project schedule, and key elements of project management at DOE.

TARGET AUDIENCE: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

SCOPE MANAGEMENT & BASELINE DEVELOPMENT

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). The course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to prepare students to conduct effective requirements planning sessions and to be able to control scope and configuration changes throughout the life cycle of the project. The course will emphasize Work Breakdown Structure (WBS) development. Some topic areas include baseline development techniques, identifying risk and constraints for requirements, prioritizing requirements, trade-off analysis, iterative requirements management, and scope change/configuration management.

OBJECTIVE: This course is designed to enhance the DOE Federal Project Directors ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle.

TARGET AUDIENCE: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

STRATEGIC PLANNING

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). Participants will be introduced to theories and techniques to improve productivity, formulate and implement a planning process, and make better strategic decisions. They will be shown how to make decisions based on strategic plans that give specific direction yet remain flexible enough to respond to changing conditions.

OBJECTIVE: Provide participants with hands-on knowledge of the strategic planning process and how to formulate and implement strategic plans.

TARGET AUDIENCE: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars. The course may be beneficial to other PMCDP participants or to DOE staff engaged in strategic planning.

SYSTEMS ENGINEERING

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Through this course students will be able to: recognize the steps of the SE process; understand how to apply the basic SE process to large systems (e.g., programs/projects); identify key participants for performing the SE processes; establish a problem and/or mission need statement; identify functions and requirements and interfaces with other systems; understand how to validate requirements; identify and evaluate alternatives or options; and apply risk and opportunity management to SE; verify solutions to meet requirements.

OBJECTIVE: The basis of this course is to emphasize that the implementation of the Systems Engineering (SE) process, from project initiation through the entire life-cycle, can decrease the likelihood of cost overruns, schedule delays and compromises in program and project technical performance.

TARGET AUDIENCE: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

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CAREER DEVELOPMENT PROGRAM**

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**DEPARTMENT OF ENERGY
ONLINE LEARNING CENTER²**

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